

Success Shaped by Failure with Dr. Erica Scavella

00:06.940 --> 00:13.210

You are now listening to the audacity to fail podcast, a podcast about miss stepping into

00:13.210 --> 00:16.830

success.

Get ready to dive into conversations and real

00:16.830 --> 00:22.690

stories from leaders as they share how failure activates a growth mindset is an important part

00:22.690 --> 00:26.420

of learning and motivation for improvement.

I'm your host,

00:26.430 --> 00:32.210

Dr Shari Dade psychologist with the National Center for Organizational Development.

00:32.220 --> 00:34.850

Thank you for tuning in.

Let's get started.

00:41.010 --> 00:45.410

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Support for this leadership podcast comes from
the National Center for Organization

00:45.410 --> 00:49.270

Development N. C. O. D.

Aims to increase the long term growth and

00:49.270 --> 00:53.180

performance of the Department of Veterans
Affairs by collaboratively working with the

00:53.180 --> 00:56.900

leaders throughout the V. A.

To improve organizational outcomes by

00:56.900 --> 01:00.820

supporting the development of an engaged
workforce for additional information on our

01:00.820 --> 01:02.940

services, click the link in the show notes

01:08.470 --> 01:11.550

to grow.

Leaders must take on the task of leading

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01:11.550 --> 01:15.160

themselves first.

That involves taking the time to examine their

01:15.160 --> 01:19.260

own actions, worries beliefs and of course failures.

01:19.270 --> 01:22.670

Honestly slowing down to take a long look at your failures.

01:22.680 --> 01:27.950

Isn't always the most popular or easiest thing to do and many of the guests of the show have

01:27.950 --> 01:32.010

said so themselves.

However, this act can help leaders become more

01:32.010 --> 01:36.160

masterful at leading with the growth mindset for this episode.

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01:36.160 --> 01:39.883

I am joined by Dr.

Erica Avella, a member of senior executive

01:39.883 --> 01:46.143

service who also serves as the Assistant
undersecretary for Health for Clinical services

01:46.153 --> 01:51.383

and the Chief for Medical Officer at the U. S.
Department of Veterans Affairs where she

01:51.383 --> 01:57.113

oversees the medical care provided to over nine
million enrolled veterans annually at over

01:57.113 --> 02:03.033

1700 sites of care.

dr Scavella and her team defined VA clinical

02:03.033 --> 02:09.506

strategy and policy in order to assure the
provision of an enterprise wide patient driven,

02:09.516 --> 02:15.066

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evidence based standard of care, the reduction of unintended outcomes and the delivery of

02:15.066 --> 02:20.996

world class health care for veterans get ready to join us as we explore the journey of miss

02:20.996 --> 02:25.296

stepping into success.

This is the audacity to build podcast Episode

02:25.296 --> 02:30.646

16 success shaped by failure.

Hi Erica, how are you today?

02:30.656 --> 02:35.626

I'm great, thank you for that warm introduction and thank you so much for joining the episode.

02:35.626 --> 02:40.979

Today I am, I am so ready to have this conversation because I certainly have my own

02:40.979 --> 02:46.419

stories of success that have been shaped by

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failure as I'm sure so many others do as well.

02:46.429 --> 02:48.809

So let's talk into.

It sounds good.

02:48.809 --> 02:52.139

Thank you.

So I want to start off by breaking down this

02:52.139 --> 02:58.139

perception that effective leadership is all
about success is often we look at those who we

02:58.139 --> 03:02.789

define as good leaders as people who have
gotten it right all the time.

03:02.799 --> 03:08.982

People who haven't experienced many if any
blunder or any missteps and it really makes me

03:08.982 --> 03:14.732

think about how we often only focused on the
destination of good leaders and really not the

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03:14.732 --> 03:20.742

journey or the bumps along the way.

So erika at what point in your career or your

03:20.742 --> 03:27.192

leadership journey did you begin thinking about

those bumps or those failures as breadcrumbs

03:27.192 --> 03:30.492

that have led you to your success.

That's a great question.

03:30.492 --> 03:35.535

And when I initially thought about this, I I

had trouble thinking of exactly where those

03:35.535 --> 03:40.635

breadcrumbs began, but when I think back to it,

it actually started back when I was still in

03:40.635 --> 03:45.335

medical school while I was trying to get

through the course where I did hit a few bumps

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03:45.335 --> 03:48.885

in the middle of medical school, I finished on time and completed everything on time,

03:48.885 --> 03:53.605

but definitely had some issues with some of those standardized board exams and really had

03:53.605 --> 03:58.955

to take a step back and look at where I had had problems and how to get past those things.

03:58.965 --> 04:02.475

So I think I've probably had a preoccupation with failure way back,

04:02.475 --> 04:04.575

you know, dating back into that time period.

04:04.810 --> 04:08.550

Yeah, absolutely, I can completely relate to that story.

04:08.550 --> 04:15.430

And I often talk about my first real experience

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with failure was during my graduate school

04:15.440 --> 04:20.900

experience as well with my clinical licensure exam and had a really difficult time that first

04:20.900 --> 04:24.460

go at it.

I had to do that second time and the time

04:24.460 --> 04:28.230

between examination number one and examination number two,

04:28.240 --> 04:34.155

I really went through this really tough time of saying how do I approach this failure and I

04:34.155 --> 04:38.435

really had to say, you know, move away from, I don't want to share this with anyone,

04:38.445 --> 04:43.785

I don't want to talk about this with anyone, but really move into the space of what can I do,

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04:43.785 --> 04:49.095

how can I look at this failure, how can I look
at this experience as a growth and learning

04:49.105 --> 04:55.455

experience in order to do something differently
or in order to shift my mindset as I go into

04:55.455 --> 05:01.895

exam time too and so I can completely relate to
just what that feels like in that

05:01.895 --> 05:08.100

moment and how difficult at times it is to
really sit in that failure long enough to learn

05:08.100 --> 05:11.920

from it exactly.

I remember having conversations with my father

05:11.920 --> 05:15.190

about this, you know, I'm married to another
physician and at the time we were in school at

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05:15.190 --> 05:19.860

the same time, he was ahead of me and and
coursework um and in years in school but I

05:19.860 --> 05:24.060

remember having a conversation with my dad and
he kept asking you know why my husband hadn't

05:24.060 --> 05:29.290

had the same issues and I just said, you know,
I don't know um and it was really humbling.

05:29.290 --> 05:34.835

I came from a private school in Chicago and had
an academic scholarship to attend Rutgers.

05:34.845 --> 05:38.675

So it wasn't expecting there to be any bumps,
you know,

05:38.675 --> 05:42.175

on my journey to becoming a physician and then
lo and behold there they were.

05:42.185 --> 05:46.505

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And I remember having to take a really hard
look at what it was I was doing and was not

05:46.505 --> 05:52.755

doing and really peel back the layers and
understand how I learn how I retain information,

05:52.755 --> 05:57.885

how I apply information and I think that really
gives me the ability to do that now I like

05:57.885 --> 06:03.550

repetition, I like things to be or and
organized so that I can go back to you know the

06:03.550 --> 06:07.410

source information.

I remember things based on pictographs and

06:07.420 --> 06:12.290

diagrams so I just really had to take that time
those things preparing those things for

06:12.290 --> 06:15.720

yourself takes time to do.

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So I still approach things the same way

06:15.730 --> 06:20.310

realizing that I can't read something once and retain it and apply it so I take the time to

06:20.310 --> 06:24.110

just kind of peel back those layers and do the hard work you know while others are moving

06:24.110 --> 06:27.020

forward with five more things.

I'm still I might still be working on that

06:27.030 --> 06:33.435

first thing um to make sure.

Yeah oftentimes our failures really shape who

06:33.445 --> 06:39.285

we are and really shape us into who we will become and sometimes it's even more than those

06:39.285 --> 06:44.185

other experiences of success that we go through and even just the thought of what you mentioned

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06:44.195 --> 06:49.705

it makes me think of the H. R. O.

Principal preoccupation with failure and how in

06:49.715 --> 06:55.685

that principle the premise of it is every

failure is treated like a canary in a coal mine.

06:55.695 --> 07:02.020

It's treated like the opportune to grow the

smallest opportunity to improve.

07:02.030 --> 07:05.680

But oftentimes that's easier said than done to

be honest.

07:05.680 --> 07:11.340

And so I appreciate you being so open and

honest about just what that felt like and when

07:11.340 --> 07:16.610

we hear others who say well wait a minute why

aren't you succeeding every time you take a go

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07:16.610 --> 07:22.430

at it, what's going on and how sometimes that can often lead us to questioning ourselves and

07:22.430 --> 07:27.755

questioning our own place in wherever we are, even questioning our our own abilities.

07:27.765 --> 07:31.545

Did that happen for you at all?

So it definitely did and does.

07:31.555 --> 07:35.155

So it's not past tense.

I think sometimes you wonder if your

07:35.155 --> 07:40.085

experiences and your education and your training and all those things have truly made

07:40.085 --> 07:43.895

you worthy of the position that you have, you may have been appointed into.

07:43.905 --> 07:46.555

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So I think it does make you sit back and question and think,

07:46.555 --> 07:50.245

and I can tell you that on my journey towards first becoming a physician,

07:50.255 --> 07:55.285

becoming a board certified internist, to becoming a fellow of two different colleges,

07:55.285 --> 08:01.510

profession colleges, they were all for me self affirmation that I have mastered this issue and

08:01.510 --> 08:04.360

have moved on and I'm ready to take on the next challenge?

08:04.370 --> 08:09.150

You know, I think kind of methodically I put all the pieces in place so that I can be

08:09.150 --> 08:13.950

prepared for the next opportunity and I teach

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that to my sons who are now adults and they

08:13.950 --> 08:17.810

know that I'm kind of methodical in building
this thing before I move forward to the next

08:17.810 --> 08:21.230

thing, the next opportunity.

So yes, but at the same time,

08:21.230 --> 08:24.855

I still, you know, even now in the position I'm
in, I still sit back say,

08:24.865 --> 08:29.155

have I done everything, Am I doing everything?
Is there something else I should be doing?

08:29.165 --> 08:33.835

Is there somebody else I should be learning
from realizing that I'm constantly learning,

08:33.835 --> 08:37.645

I learned from my Children, I learned from my
husband, I learned from my colleagues and I try

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08:37.645 --> 08:41.055

to make sure that I put the time into those relationships to make sure that I'm getting

08:41.065 --> 08:43.735

everything and giving everything at the same time, right?

08:43.735 --> 08:48.535

100%.

And even the spending time with our struggles,

08:48.545 --> 08:52.315

spending time with our mistakes and spending time with our failures,

08:52.325 --> 08:57.290

it can be x extremely difficult for all of us and during the last conversation that you and I

08:57.290 --> 09:02.940

had, we discussed the value of allowing ourselves to learn from not only our successes

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09:02.940 --> 09:05.870

but also our failures as we talked about today,
you know,

09:05.870 --> 09:11.020

and so I really appreciate that reset of like
it's still happening like this isn't a thing

09:11.020 --> 09:15.630

that you know, oh now that I have become where
I am in my career,

09:15.630 --> 09:20.520

I am where I am, you know, in my family or in
other areas of my life,

09:20.530 --> 09:24.725

this no longer happens to me.

It like, no, this is a continual learning

09:24.725 --> 09:30.755

process and failure can be a space where you
can continually learn and continually sharpen

09:30.755 --> 09:35.605

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your tools at those times, but because it's so difficult, I think there are moments where we

09:35.605 --> 09:41.295

really want to skip over or bypass the failure, we want to just go straight into the next

09:41.295 --> 09:46.705

success to kind of feel better about ourselves. Are there moments that you can think of through

09:46.705 --> 09:52.800

your leadership journey where you've wanted to skip or bypass those failures or maybe those

09:52.800 --> 09:56.290

missteps that you've had, I would say yes, definitely.

09:56.300 --> 10:00.940

Um you know, in the role that I'm in right now, I spend a lot of time preparing for either a

10:00.940 --> 10:05.190

briefing with folks on the hill or a hearing on

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the hill.

10:05.200 --> 10:10.610

And at some point within the last few months I moved past the mindset of being,

10:10.610 --> 10:14.000

you know, frazzled when I think about it to just saying this is just part of the position,

10:14.000 --> 10:16.920

part of the job and I just need to make sure that I'm prepared.

10:16.920 --> 10:20.075

And so it goes back to that same principle of figuring out what it is.

10:20.075 --> 10:24.985

I need to do what I need in place to be prepared for that conversation and then also

10:24.995 --> 10:30.055

realizing that when I get that tough question and hearing that I have to think about the

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10:30.055 --> 10:34.385

principles that we, you know, work under our mission to serve veterans,

10:34.385 --> 10:39.115

our mission to make sure that the care that they receive is what they deserve and that it's

10:39.115 --> 10:41.055

excellent care.

And so I just have to regroup.

10:41.055 --> 10:45.835

I I take a second or two to pause, reflect and think before I open my mouth and start

10:45.835 --> 10:49.230

answering the question and sometimes it is very unsettling.

10:49.230 --> 10:51.840

But I think taking that time just to think helps.

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10:51.850 --> 10:56.420

So yes, definitely.

I think sometimes we, we look at our success

10:56.420 --> 11:00.370

and we say, you know, I've made it, I don't

have to talk about the hard times anymore,

11:00.370 --> 11:04.890

you know, and that's just not reality.

Those moments help shape us,

11:04.890 --> 11:08.950

They help, as you spoke about, they help kind

of drive us to where we are.

11:08.960 --> 11:13.750

And I think it's extremely important for

leaders to be able to have these moments of

11:13.750 --> 11:18.985

sitting with their own failures in order to

assist others as they are sitting with their

11:18.985 --> 11:22.055

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failures.

As you think about your leadership style and

11:22.055 --> 11:26.825

who you are as a leader, how do you think your ability to sit in your failures impacts the way

11:26.825 --> 11:28.715

that you lied?

So that's a great question.

11:28.715 --> 11:32.895

I would probably say.

Um and I did this recently as I took on this

11:32.895 --> 11:38.825

current role, I less concerned about how much knowledge someone may have or experience

11:38.825 --> 11:41.415

someone may have.

I'm I'm really truly looking for the person

11:41.415 --> 11:46.315

who's willing to try, who's willing to figure

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out what it is that they need to be doing and

11:46.330 --> 11:50.020

and then put that best foot forward.

I'm not looking for perfection.

11:50.020 --> 11:52.930

I'm looking for someone who's willing to lean in and do the hard work.

11:52.930 --> 11:56.540

So I find it frustrating when I have someone who's just really not willing to do that,

11:56.540 --> 12:00.080

who's not willing to try to improve because I know that,

12:00.090 --> 12:03.090

you know, I'm not perfect, I'm not expecting other people to be perfect,

12:03.100 --> 12:06.760

but if presented with an objective issue and, you know,

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12:06.760 --> 12:11.050

you're supposed to do B and you're constantly doing A and you know that you should be doing B

12:11.060 --> 12:14.830

that's what frustrates me, I want to see someone who's going to try.

12:14.840 --> 12:18.785

So I think those are the types of things that kind of ground my leadership,

12:18.795 --> 12:22.185

I think I'm relatively open, but at the same time I am a bit guarded,

12:22.185 --> 12:27.765

so I try to make sure I make individual one on one impact with people to get to know them.

12:27.765 --> 12:31.995

And I think I do a good job of that.

Sometimes I can be a bit reserved in a large

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12:31.995 --> 12:35.175

group.

I think it is the point of knowing those things

12:35.175 --> 12:41.035

about yourself, knowing how you show up as a leader and really how it impacts your team and

12:41.035 --> 12:46.240

as I stated earlier, when you really think about learning and growing as a leader,

12:46.250 --> 12:53.240

it really is learning and stretching yourself first and then utilizing those things that

12:53.250 --> 12:59.820

you gained from that experience to learn and stretch your team learn and stretch

12:59.830 --> 13:03.880

others around you.

And so I think those points that you brought in

13:03.880 --> 13:10.300

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about what you look for is really indicative to
how you look at yourself and look at how you

13:10.300 --> 13:14.685

move through your own journey.

And so that exactly,

13:14.685 --> 13:18.155

I was just reflecting on some of the people
that I think are great leaders and I take

13:18.165 --> 13:21.245

pieces of what they do.

I think there's some people in our organization

13:21.245 --> 13:25.825

who do a really good job and making that one on
one connection with people and then moving on

13:25.825 --> 13:29.535

and doing that over and over and over again.

I think that makes a huge impact.

13:29.535 --> 13:33.445

And so I try to do the same thing.

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I feel like it's not as genuine in a big group,

13:33.445 --> 13:37.015

but I think it's nice when you get to know some people and can really,

13:37.015 --> 13:40.965

you know, know who their their Children are and what they're doing and what their spouses are

13:40.965 --> 13:44.570

doing and others.

And I think that that's that's what makes it a

13:44.570 --> 13:47.680

little bit more genuine in my, in my opinion.
Absolutely.

13:47.690 --> 13:53.080

When you are in those spaces to have those one on one relationship building dialogues,

13:53.090 --> 13:58.920

do you find it difficult to ever lean into talking about the failures or the missteps of

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13:58.920 --> 14:02.090

others and if so are there things you do to overcome that?

14:02.100 --> 14:06.000

So I honestly don't think in a one on one situation I have as much trouble kind of

14:06.000 --> 14:08.740

disclosing those things.

If you talk to anybody that I went to medical

14:08.740 --> 14:12.270

school with, I think everybody knew because I, you know,

14:12.270 --> 14:15.570

I made it well known.

My roommates definitely knew my husband who

14:15.570 --> 14:17.270

wasn't my boy.

He was my boyfriend at the time.

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14:17.270 --> 14:19.600

He definitely knew.

So I think that one on one,

14:19.600 --> 14:23.120

I have no problem with that.

I just, I'm, I feel like everyone's story is

14:23.120 --> 14:26.970

their own.

So I feel as if it's it just makes sense if

14:26.980 --> 14:30.470

they're expressing some particular difficulty,

I'll share mine.

14:30.480 --> 14:33.470

Sometimes I put it out there first just to let

them know,

14:33.480 --> 14:36.440

you know, I'm not looking for, you know, you're

not expected to be perfect,

14:36.440 --> 14:40.540

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you're expected to try to learn and grow and develop and do all those things that you need

14:40.540 --> 14:44.701

to do to get to that next best space and place for you.

14:44.711 --> 14:48.201

So I don't think I have as much difficulty, but if I were to,

14:48.211 --> 14:51.841

I don't know if I were giving a talk somewhere unless it was hard like germane to the

14:51.841 --> 14:54.821

discussion.

I probably wouldn't bring it up of course and I

14:54.821 --> 14:59.461

think that's such a great gym to give to others that you don't have to be perfect,

14:59.461 --> 15:05.651

you will have missteps, You will have mistakes,

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especially as a leader to be able to model

15:05.651 --> 15:09.001

exactly what you're trying to teach others to do to say,

15:09.001 --> 15:12.742

You know, I'm going to put myself out there for, I'm gonna talk about those missteps or those

15:12.742 --> 15:18.672

failures that I've had along the way in order to let others know that this is about the human

15:18.672 --> 15:23.932

experience, it is about the experience of learning from all of the things that we go

15:23.932 --> 15:28.912

through.

And oftentimes only focusing on success can be

15:28.912 --> 15:32.962

more debilitating than experiencing failures at times.

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15:32.962 --> 15:38.652

And because I think in these moments we risk leaning too far into what I call the hometown

15:38.652 --> 15:42.663

hero mentality.

Um, you know, where we get so wrapped up in

15:42.663 --> 15:47.913

marriage and success in the accomplishments that we gloss over the full range of our

15:47.913 --> 15:54.403

experiences, which include failures, which include mistakes and that leads us to deny that

15:54.403 --> 15:59.193

failures can even happen to us.

And so when they do as I've experienced in the

15:59.193 --> 16:03.523

past, when they do, because failure is inevitable, it completely knocks us off our

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16:03.523 --> 16:06.353

feet.

We don't really know how to get our bearings

16:06.363 --> 16:09.894

again.

How do you think only giving important to

16:09.894 --> 16:14.024

success impacts the way that we grow and we stretch ourselves.

16:14.034 --> 16:16.604

Yeah.

I think it does make people think that

16:16.614 --> 16:19.494

everything must have gone right for you along the way.

16:19.504 --> 16:22.464

Um, and I think it creates almost a false sense of reality.

16:22.474 --> 16:26.994

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Whereas, you know, most people make mistakes and learn most from the mistakes they've made,

16:26.994 --> 16:31.534

I've made, you know, huge mistakes and I will never make those mistakes again because I've

16:31.534 --> 16:34.584

learned from them.

So I think that giving people the impression

16:34.584 --> 16:39.204

that you've gotten to where you are because you haven't tried many times is important.

16:39.225 --> 16:45.480

I was recently on travel and saw a statement by Michael Jordan and talks about how many shots

16:45.480 --> 16:50.720

he's made and how many attempts he's, you know, made and how many shots he's missed in order to

16:50.720 --> 16:54.570

be, you know who he is and it's so important

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that you just keep trying.

16:54.580 --> 16:58.760

And I think the other thing that really speaks to the fact that you have to fail to get

16:58.760 --> 17:04.030

forward is that you've got to have that space to really sit with whatever it is that is your

17:04.030 --> 17:07.950

challenge and to figure out how you're going to accomplish it and having the resilience to

17:07.950 --> 17:10.550

stick through it.

I think that's where people get,

17:10.560 --> 17:13.790

you know, they feel like they couldn't get any worse than it is right now.

17:13.800 --> 17:18.650

Um, I remember, you know, having issues with exams and thinking it couldn't possibly be any

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17:18.650 --> 17:20.440

worse than this and then you get through it and you're like,

17:20.440 --> 17:22.380

okay, well I moved through that.

17:22.670 --> 17:27.850

So giving people that ability to have the resilience to have some hope and not to give up.

17:27.860 --> 17:34.500

Yeah, and oftentimes that resilience, that hope or consider continuing to have that hope after

17:34.500 --> 17:40.300

a failure, it takes a lot of audacity, right?

It takes a lot of audacity to fall down and

17:40.300 --> 17:43.550

stand back up.

Um, when you think about the word audacity,

17:43.550 --> 17:46.250

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what does that mean for you?

It's funny, every time I hear that word,

17:46.250 --> 17:50.480

I automatically think of of President of
Obama's book,

17:50.490 --> 17:55.760

but I do uh think of that, but I think audacity
has the,

17:55.760 --> 18:02.200

it's almost as if, you know, you have, you know,
how dare you even consider doing this after

18:02.200 --> 18:06.840

that.

Um, so I feel like it's it's just having that,

18:06.850 --> 18:13.810

that strong will, that strong sense of purpose
to continue to try despite whatever challenges

18:13.810 --> 18:18.160

faced you.

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Absolutely that boldness that comes along with

18:18.160 --> 18:24.350

standing back up again to continuing to try
even when there may be very real obstacles

18:24.350 --> 18:28.380

ahead.

And so I often do think about that as kind of

18:28.380 --> 18:34.660

like this tenacity to push to be persistent and
and to persist because of that,

18:34.670 --> 18:37.900

you know?

And so I think it it does take a lot of

18:37.900 --> 18:44.590

audacity to look at our failures and to map our
way to success from

18:44.590 --> 18:48.900

them.

So many leaders, they often will shy away from

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18:48.900 --> 18:53.510

focusing on failures because like you said, we
we don't want to be perceived as weak,

18:53.520 --> 18:59.790

we don't want to be perceived as you know
inadequate or that we can't get the job done.

18:59.800 --> 19:06.710

But the reality of this is we often fail.
We often make mistakes when we are thinking

19:06.710 --> 19:09.270

outside of the box, right?
When you're trying something new,

19:09.280 --> 19:13.430

you when you're being innovative.
Oftentimes you will make a mistake,

19:13.430 --> 19:18.330

that's how you learn.
And if we aren't making any mistakes then we

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19:18.330 --> 19:22.920

likely aren't making any great discoveries.

Is what I like to think about.

19:22.920 --> 19:27.870

What would you say to leaders who are ready to use their failures as a tool for learning,

19:27.880 --> 19:32.770

I'd say take stock of what they were for you personally and what you learned from them.

19:32.780 --> 19:37.460

What you may have changed as a result of learning from them and just embrace that and

19:37.460 --> 19:41.430

move forward, you know, with that in your toolbox, that's something that you need in your

19:41.430 --> 19:45.300

toolbox.

Um understanding how you grow from those

19:45.300 --> 19:50.260

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experiences and how you will change as a leader,
It helps to make you a more authentic leader,

19:50.260 --> 19:55.660

it helps you to, to be able to understand when
other people may be struggling or doubting

19:55.660 --> 19:59.180

themselves.

So I think all those things come into uh,

19:59.180 --> 20:04.470

into play and I've had some impactful mentors
and coaches across,

20:04.480 --> 20:08.150

you know, the system who have been there when
I've struggled with different things,

20:08.150 --> 20:10.600

whether it's the role I was in and the
potential, you know,

20:10.600 --> 20:16.740

scrutiny or um just having, you know, just a

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really difficult case to manage and trying to

20:16.740 --> 20:20.520

figure out how you're going to, to, to do that.

And you know,

20:20.530 --> 20:24.050

that's the other thing is you realize that

you're not alone and you've got a team out here,

20:24.060 --> 20:29.270

how would you encourage someone who may be in

the midst of the failure or maybe trying to

20:29.270 --> 20:34.870

rebound after a mistake to gain or gather that

support team?

20:34.880 --> 20:38.960

I think the first thing is to realize that you

need the assistance and the help and to reach

20:38.960 --> 20:42.230

out and try to get that.

Um, I think that's probably the biggest thing.

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20:42.230 --> 20:46.540

Sometimes the people around you don't realize that you may need the help that you need.

20:46.550 --> 20:49.640

So I think being strong enough and willing to say, hey,

20:49.640 --> 20:52.840

I need help is probably the first thing because we're, you know,

20:52.840 --> 20:56.660

the people that you think may have it all together and who are not also having their own

20:56.660 --> 21:00.740

struggles may not even realize that you're having an issue because you may present a

21:00.740 --> 21:03.940

certain persona?

So I think first realizing you need the help

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21:03.950 --> 21:08.290

and being willing to seek it out for sure. Yeah.

And I think that's a big part of it.

21:08.300 --> 21:11.100

And sometimes that's really hard for people to do because they're like,

21:11.100 --> 21:15.550

I don't want to always ask for help.

I don't want to be the one who's always asking

21:15.550 --> 21:18.180

for help.

And I'm doing that with my air quotes right?

21:18.190 --> 21:21.580

Because typically we're not always asking for help.

21:21.590 --> 21:26.720

But in those moments, I do encourage people to be very explicit about the things that you do

21:26.720 --> 21:33.290

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feel very confident about, the things that you are able to realistically engage in and then be

21:33.290 --> 21:35.990

really honest about the things where you might need some assistance.

21:36.000 --> 21:39.510

It isn't always need help.

It's both ends.

21:39.520 --> 21:45.640

There are things that you are likely doing very well and and and very competent at.

21:45.650 --> 21:52.440

But as all of us realistically have moments or growth edges where we can continue to grow and

21:52.450 --> 21:57.610

asking for assistance.

And those growth areas are the things that help

21:57.610 --> 22:02.280

us to continue to gain and continue to learn

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and continue to move forward.

22:02.280 --> 22:06.030

And so I often like to frame it as that as well
of saying well,

22:06.030 --> 22:09.460

it's not you just asking for help and saying,
oh, you know,

22:09.470 --> 22:12.350

these are the spaces where I where I'm dropping
the ball.

22:12.360 --> 22:17.740

But there's also this space of saying these are
the areas where I actually am doing very well.

22:17.760 --> 22:24.020

How does it pair with some of my growth edges?
How can I learn in both of those spaces?

22:24.030 --> 22:27.800

Exactly.

I think as you mentioned that I reflected on

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22:27.810 --> 22:31.930

one of the assessments we do within V. A.

Which is the 3 60 assessment.

22:31.940 --> 22:37.100

It gives you the things you do really well and
the things that you need to work on and and and

22:37.100 --> 22:39.810

that's what came to mind as you're describing
what you're describing.

22:39.810 --> 22:45.120

Because I remember getting my most recent 3 60
back and um and the comments are always helpful.

22:45.130 --> 22:49.390

Um It helps you to see how other people see you.
And then the nice thing is that because they're

22:49.390 --> 22:52.020

grouped by the types of people that you work
with.

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22:52.020 --> 22:54.260

The people that you work for.

The people you work alongside.

22:54.260 --> 22:57.530

The people who work for you.

You can get that great assessment and

22:57.530 --> 23:03.350

understanding of how people perceive you and it
is interesting to see the differences and how

23:03.350 --> 23:07.590

people perceive you and you're like oh wow.

And so I think that helps you to kind of figure

23:07.590 --> 23:11.540

out how you need to potentially grow and
develop in some other areas.

23:11.550 --> 23:18.230

Certainly in the 360 is a wonderful tool that
we in our office here have for leaders

23:18.240 --> 23:21.510

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throughout the V. A.

And it does allow you to really get a good

23:21.510 --> 23:26.780

general picture of you know how you're being
perceived areas where you might need to grow

23:26.780 --> 23:31.700

within Those areas where you're doing really
well and if we think about failure as I like to

23:31.700 --> 23:35.430

think about it as a road map as like, you know,
like I said earlier,

23:35.430 --> 23:38.670

the breadcrumbs to success.

If we think about,

23:38.670 --> 23:44.640

you know, what are some of those other things
along the way that give a lot of definition to

23:44.640 --> 23:48.160

that road map that give us, you know more

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information.

23:48.170 --> 23:52.070

The 360 is one of those things that could give more information.

23:52.080 --> 23:55.970

Also love the resources that you talked about and mentoring or coaching.

23:55.990 --> 24:02.530

That also can give some more information and just add to the depth of that map to success

24:02.540 --> 24:06.920

and so failures is one, um just one point on the map,

24:06.920 --> 24:12.940

but we've got all these other things and tools and, and support systems that can also add to

24:12.940 --> 24:16.970

the map and so you know, I I appreciate you for bringing that to,

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24:16.980 --> 24:21.200

to the attention and I think that would be really helpful for many leaders who are in the

24:21.200 --> 24:27.680

space of saying how can I help when someone is in a space of rebounding from a failure,

24:27.690 --> 24:32.590

but then also how can I help myself when I'm rebounding from a failure as well because it

24:32.590 --> 24:35.860

does happen across the board to all of us.
Yeah, exactly.

24:35.860 --> 24:40.470

I think as you asked that question about, you know, failure and rebounding,

24:40.470 --> 24:43.990

I'm thinking right now, you know, some people, I think in some positions feel as if they don't

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24:43.990 --> 24:47.260

have that room to fail because there's too much at stake.

24:47.260 --> 24:50.470

So um honestly every time you said that I'm thinking I can't feel right now,

24:50.470 --> 24:53.730

I can't feel right now.
I can't fail right now.

24:53.750 --> 24:59.410

But I think making incremental improvements and things like that will help.

24:59.420 --> 25:05.170

There's definitely some level of of consternation and concern with um with failing

25:05.170 --> 25:08.780

at certain levels in this organization most certainly most certainly.

25:08.780 --> 25:13.270

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And and we've definitely heard many leaders
through the work that we do at N.

25:13.270 --> 25:16.380

C. O. D.

Have that same sentiment carry that same

25:16.380 --> 25:22.610

sentiment like I can't fail.

Um and in those situations if you think about

25:22.630 --> 25:27.270

and you know, I'm gonna I'm gonna ask you like
how would you talk to leaders when you're

25:27.270 --> 25:32.460

saying this is something I'm dealing with too,
but how would you talk with another leader who

25:32.470 --> 25:37.420

has said dr scott Bella I cannot fail or eric I
can't fail.

25:37.430 --> 25:42.760

What would you say?

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I would say that as long as you are doing what

25:42.760 --> 25:47.460

is in service to veterans and what is best and you have a good reason for that.

25:47.470 --> 25:51.510

I think you're gonna find that leadership will stand behind you and stand beside you.

25:51.830 --> 25:57.280

I think if you have put a good faith effort forth and you have you're doing what you truly

25:57.280 --> 26:00.240

think is best for that individual veteran or a group of veterans,

26:00.240 --> 26:03.150

I think you're going to have the support of your team.

26:03.160 --> 26:07.800

Uh, and uh, you know, as we move through the pandemic, there were decisions that we made

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26:07.800 --> 26:13.370

that didn't end up being the best decisions,
but the reasons behind those decisions were

26:13.380 --> 26:17.290

great and and appropriate.
So I'd say that as long as you're doing things,

26:17.290 --> 26:20.970

you're not doing anything out of malice and not
doing anything out of malfeasance or any of

26:20.970 --> 26:23.460

those types of things.
I think you're gonna find that you're gonna get

26:23.460 --> 26:26.410

the support that you need.
The other thing I would say is just remember

26:26.410 --> 26:29.990

the people around you, you get the answers that
somebody once said to me,

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26:29.990 --> 26:33.100

the answers are in the room.

You may not have the answer,

26:33.100 --> 26:36.390

but you need to look around the room.

The people who work with you work for,

26:36.390 --> 26:42.520

you work that you were for can often give you a perspective and some ideas that you hadn't even

26:42.520 --> 26:44.730

contemplated.

I always reflect on that,

26:44.730 --> 26:49.160

especially in one of my old positions.

The the answers were always in the room.

26:49.160 --> 26:53.490

I had a great team surrounding me and you just need to make sure you're willing to hear what

26:53.490 --> 26:56.610

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they have to say.

Yeah, I love that the answers are in the room

26:56.620 --> 27:03.440

because most of the time they really are and
it's really about tapping into the room to see

27:03.440 --> 27:08.010

what the answer might be. Absolutely.

I think that's great advice or great

27:08.020 --> 27:13.160

information to give to leaders who might be in
that space of really struggling with this

27:13.170 --> 27:18.870

consternation that I cannot fail and can't risk
it.

27:18.880 --> 27:25.360

Um and so oftentimes we we do get into that
space and that space really

27:25.370 --> 27:31.410

can limit our ability to to make discoveries

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and to move things forward.

27:31.410 --> 27:34.460

And so being able to do things like you said,
you know,

27:34.460 --> 27:39.040

gain the support remembering to keep our
mission, the veteran first right.

27:39.040 --> 27:44.200

The services that we bring to our veterans each
and every day and being able to continue to

27:44.200 --> 27:50.490

make leaps and bounds based off of that and not
based off of our fear that may come along with

27:50.510 --> 27:54.450

with with making a misstep or trying something
new.

27:54.650 --> 27:59.180

Erica.

We have come to the end Of our episode today

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27:59.180 --> 28:02.560

and I know I told you 30 minutes goes so quickly.

28:02.570 --> 28:08.050

But but like I said, I think you dropped some amazing gems for for leaders who are thinking

28:08.050 --> 28:13.030

about how do I map my journey to success when there are failures along the way?

28:13.040 --> 28:16.590

Right, what does that mean?

And what does that mean for who I am and how do

28:16.590 --> 28:22.310

I learn from those failures and use them as breadcrumbs as I am making my way into success.

28:22.320 --> 28:25.740

So thank you for giving those gems.

But before you leave,

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28:25.740 --> 28:31.480

we are going to play a game of word association
where I say a word,

28:31.480 --> 28:36.480

I say a phrase and I want to know the first
things that come to your mind connected to

28:36.480 --> 28:38.170

these words.

All right, are you ready?

28:38.180 --> 28:43.190

I'm ready. Perfect. Perfect.

Alright, so the first word you mentioned it a

28:43.190 --> 28:47.620

few times is resilience.

The first thing that pops in is kind of

28:47.620 --> 28:51.990

longevity and because that's what it gives you
and the long haul right,

28:52.000 --> 28:56.680

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correct might be down, but I'm not out exactly.

So I think it gives you the tools to figure out

28:56.680 --> 29:01.460

how you're gonna move past those difficult situations into something that is different

29:01.460 --> 29:04.940

from the struggle that you were having.

Most certainly I like that.

29:04.940 --> 29:09.930

All right, The next phrase is failing forward, failing forward I think is kind of everything

29:09.930 --> 29:13.970

we talked about today.

So it is how you use those lessons that you

29:13.970 --> 29:20.140

learned with the challenges you faced and how those things you put into your toolbox and you

29:20.140 --> 29:24.950

use those to to address the next challenge and

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maybe you don't have that same type of

29:24.950 --> 29:29.350

challenge again because you've incorporated that into the things that you always apply.

29:29.360 --> 29:35.930

So I think that that's what's failing forward means certainly never discounting an experience,

29:35.930 --> 29:39.270

right?

Never discounting an opportunity to learn.

29:39.830 --> 29:46.630

And lastly, of course audacity to fail.

It's that willingness to despite the challenges

29:46.640 --> 29:51.230

that either are truly there or that you're perceiving or there that you're still gonna get

29:51.230 --> 29:56.890

up and you're gonna move forward and learn from those lessons and and become a better servant

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29:56.890 --> 30:01.660

leader, a better version of yourself.

You'll have more tools in your toolbox to to do

30:01.670 --> 30:05.560

to be successful in the future.

So I think that's what that means to me.

30:05.570 --> 30:09.860

Yeah, love that, love that. Well.

Erica as always.

30:09.860 --> 30:15.230

Great pleasure chatting with you, learning from
you, learning from your experiences.

30:15.240 --> 30:18.360

So thank you so much for being a part of
today's episode.

30:18.370 --> 30:20.370

Thank you for having me.

It's a pleasure.

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30:20.380 --> 30:25.980

So we've come to the end of another great episode of the Audacity to fail podcast.

30:25.990 --> 30:30.550

Thank you for tuning in to learn how missteps can lead to Growth and success.

30:30.560 --> 30:35.450

Be sure to check out the key lessons in the show notes for a refresher to request services

30:35.450 --> 30:38.260

from the National Center for Organization Development.

30:38.270 --> 30:40.960

Check out our website.

Also linked in the show notes.

30:40.970 --> 30:45.350

Remember if you missed the target 100 times, you have not failed.

30:45.360 --> 30:49.810

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Instead, you've simply found 100 strategies
that did not work,

30:49.820 --> 30:53.430

be well and continue to fail forward until next
time.

30:53.440 --> 30:54.310

Thank you.